

Key project characteristics include:

Introduce change

They are temporary - they have a start and end date

Cross functional

Vary in size

All of the above

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The value of Project Management lies in:

Organising and structuring scarce resources and managing risk

Not needing to worry about costs or timeframes

They are totally unstructured

Anyone in an organisation can start or stop one

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The #1 factor (according to Standish Group Research) that contributes to Project Failure is:

- Technology
- Lack of skilled resources
- Poor planning
- Executive sponsorship
- Poor Project Management X
- All of the above

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The best methodology / approach to use for projects is:

- Prince 2
- PMBOK
- Agile
- It depends on the organisation and what best suites the project you are undertaking**

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A Project Charter should be created for every project.

- Yes
- No

Which of the following information is typically captured in a Project Management Plan?

Executive Summary

Project costs and benefits / value

Project milestones

Project team / resources

All of the above



Which of the following is a formal SDLC?

Waterfall



Rainforest

Journey cycle

All of the above

What is Agile?

A set of methodologies based on iterative development where requirements and solutions evolve through collaboration between self-organising cross-functional teams



A software development methodology that does not require any structure or documentation

An approach that enables developers and projects to self-select and deliver what they feel is the best solution for the customer

The way you describe the flexibility of the development / project team working on specific activities

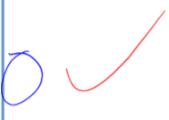
What are the key characteristics of Scrum?

A process that allows teams to focus on delivering the highest business value in the shortest time

The business sets the priorities. Our teams self-manage to determine the best way to deliver the highest priority features

Continued delivery of working software - every two weeks to a month anyone working

All of the above



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In which Scrum ceremony does the team provide an update and review activities?

Sprint Planning **A**

Sprint Initialisation **B**

Sprint Review **C**

Daily Stand-ups **D** ✓

Sprint Retrospective **E** ✗

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Which group of Influencing Factors have the greatest impact on individuals?

Authority, Money
and Penalties

Work Challenges
and Expertise



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Project Resources - what is the most important resource?

Time

Scope

\$'s

Team

Myself



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What is a Team?

One or more people with an individual skill set working next to each other to achieve an outcome.

A collection of people working together who do not necessarily work collectively toward the same goal.

Two or more individuals consciously working together to achieve a common objective.

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Why do we use teams?

Few individuals possess all the knowledge, skills, and abilities needed to accomplish all tasks.

Complementary teamwork skills are one of the most commonly required skills in the work environment.

Substantial benefits to the organisation and to the team members.

Shared accountability increases likelihood of success.

All of the above.

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What is a Positive sign of an effective team?

No clear roles and responsibilities.

Commitment to the project outcomes and the other team members.

Blame for what goes wrong, no one accepts responsibility.

Team members work alone, rarely sharing information and offering assistance.

Lack of support for others.

All of the above.

Listening.....

is the act of perceiving sound by the ear

requires concentration and is the process of taking in what you hear and mentally and organising it so it makes sense

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Which activity is NOT part of the process of listening?

Predicting some expected outcome

Receiving

Assigning meaning

Judging

Assessing / Validating

Remembering

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What are some of the challenges to listening?

Physiological limitations

Bias and being judgemental

Boredom or interference from emotions

Cultural differences

Past experiences

Jargon & Acronyms

All of the above

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Why is it important for a Project Manager to communicate well?

Read / understand the client	
Run a meeting	
Communicate (written & orally) thoughts accurately	
Manage the team	
Influence your environment	
All of the above	<input type="radio"/> <input checked="" type="radio"/>

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Why are face to face (f2f) meetings important?

It is good to sit down and see people as we are usually so busy	
It isn't - I don't like seeing and speaking with people	
Because 58% of communication is through body language	<input type="radio"/> <input checked="" type="radio"/>
So that I can really tell them what I am thinking	
All of the above	

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Resolving conflict is best done through:

Email	
Web site	
Hardcopy	
A face to face meeting	<input type="radio"/> <input checked="" type="radio"/>
Not at all - I don't like conflict	

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External stakeholders include:

Customers	
Suppliers	
Governments / Unions	
General Public	
Competitors	
All of the above	<input type="radio"/> <input checked="" type="radio"/>

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Which if the following is true?

The critical path is the series of activities within the network with zero total float.

O ✓

The critical path is the path with the most number of tasks.

The critical path is the list of activities that have critical risks associated with them.

The critical path is the path with the most number of dependencies.

A critical path is a path that has at least one activity with a zero free float.

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Which of the following is incorrect?

Software cost estimation is challenging because no person can predict what could go wrong in a project

There is no exact science to software cost estimation

Knowledge of previous projects that have been completed is valuable for improving estimation accuracy

Task decomposition is helps in getting more accurate estimates

Delaying estimation normally results in more accurate estimates, therefore estimation should be delayed as much as possible

O

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Which of the following is incorrect?

- Algorithmic cost estimation is based on a model developed using historical data
- Function Points for a software system depends on the programming language used
- Function Points measure the size of the solution instead of the size of the problem
- Lines of code (LOC) is a popular metric for measuring software size because it is an intuitive measure
- Function Points can be estimated early in analysis and design

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Which of the following related to agile estimation is incorrect?

- Estimation by analogy is a widely used practice in agile estimation X
- Product owner does not have a role in agile estimation
- It is common for the whole team to be involved in agile estimation
- Agile teams validate that their estimates are internally consistent among stories as they progress with Sprints
- Team velocity plays an important role in agile estimation

Which of the following related to risks is incorrect?

A risk is an uncertain event or condition that, if it occurs, has a positive or negative effect on the project objectives

B ✓

Software quality related issues can be classified as a project risk

C

D

Risk is a result of uncertainty but not every uncertainty is a risk

E

F

Business risks are normally not in direct control of the project team

G

H

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V

W

X

Y

Z

Which of the above is/are correct?

1 and 2 A ✗

1 only B

1, 3 and 4 C

1, 2 and 3 D ✓

3 only E

Which of the following would you regard as a high quality product?

- A product that meets client requirements **A**
- A product that has passed 100% of the test cases **B**
- A product that is reliable and efficient **C** *all correct*
- A product that is easy to use **D**
- A product that is easy to maintain and extend **E**

Which of the following statements related to software quality is incorrect?

- Quality must be built into the software from the beginning
- Maintainability is an internal quality attribute
- Usability is an external quality attribute
- The quality of the process does not have any impact on the quality of the product *O ✓*
- Ensuring product quality typically involves measuring and assessing the product and processes

The procurement process is typically conducted with the issuing of a Request For X (RFx)

True



False

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The 3 stages of procurement are:

Plan, Manage and
hope it works

Plan, Source and
Manage

Source, Manage
and Contract

All of the above



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What would you do? You are the CEO of a medium sized company and are looking to outsource a majority of a large project to get access to critical skills at a cheaper price.

I would outsource to any company that provided the best deal.

I would not outsource anything and would do higher people to do all activities.

I would consider all items and risks and only outsource items that had no impact to my business.

I would get someone else to make the decision in case it all went I had someone to fire.

Negatives of outsourcing include:

Loss of control

Security issues

Employees feel threatened

Additional effort and cost to engage and manage

Time zone, cultural & language challenges

Location stability - Political, Economic, Religious

Ethical standards - environment, slave / child labour

All of the above

Contracts are the one source of truth for all activities that are to be delivered by the external parties

Yes

No

Sometimes

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Which one of the following is an external quality attribute?

Testability **A**

Portability **B**

Usability **C**

Modularity **D**

Reusability **E**

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Which one of the items below is not a part of a change record?

the change made

the repository it is stored in

who made the change

the rationale for the change

when it was implemented

